



Building Capacity and Confidence in Gender Transformative Programming **A Virtual Learning Experience**

Module 3 – Facilitator's Guide

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Session 12: Gender Based Analysis

Learning Objective

Participants will have a stronger understanding of the foundational components of gender analysis and confidence to approach the planning and design of a gender analysis.

Key Messages

- Gender analysis provides essential information to inform gender transformative programming and implementation
- Gender analysis design can build on existing frameworks and should be tailored to the needs of your initiative
- Gender analysis should happen throughout the project cycle and can be conducted by any organization

Duration

55 minutes

Activities

- Introduction (15 minutes)
- Activity 12.1: Gender Analysis (20 minutes)
- Plenary/Discussion (20 minutes)

Resources

- Participant Resource Package
- PowerPoint

Technology

- PowerPoint presentation
- Zoom
- Mural

Process

#	Facilitator Steps	Technology Support
1	<p>Begin the session by introducing the concept of gender-based analysis and its importance to gender transformative programming work: Gender analysis is a systematic way to identify key issues contributing to gender inequalities so that they can be effectively addressed.¹</p> <p><i>Explain</i> that in this session, you will briefly discuss:</p> <ul style="list-style-type: none"> • What do we analyze in a gender analysis? • How do we conduct a gender analysis? • When do we conduct a gender analysis? • Who conducts a gender analysis? 	<ul style="list-style-type: none"> • Start the PowerPoint and share the screen. • Progress through the accompanying slide(s). • Follow the cues from the Facilitator when to switch slides.
2	<p>Continue the discussion with participants:</p> <ul style="list-style-type: none"> • What data do you collect? • What do we analyze? <p><i>Explain to participants:</i> A gender analysis uses a gender lens to answer the following questions:</p> <ul style="list-style-type: none"> • Who does what? Roles, responsibilities, expectations... why? • Who has what? Resources, opportunities, power.... why? • Who decides what? In the household...community... government... why? • Who gains? • Who loses? 	<ul style="list-style-type: none"> • Progress through accompanying slide(s). • Consider integrating the MURAL snapshots of groups' problem trees to this session's PPT (this will demonstrate and draw out some of the gender analysis they've already done)

¹ <https://cfc-swc.gc.ca/gba-ac/index-en.html>

Ask participants whether they have ever conducted a gender analysis and give them a chance to share their experience.

For those who have not – ask them to recall our problem analysis session in Module 2 (which was a gender analysis to an extent!). For a real gender analysis, you would gather primary and secondary data on which to base your critical analysis.

Explain to participants: it is useful to use a framework for your gender analysis. The framework you use will ask those questions above in a way that is most useful to your project or initiative, and most relevant to the population you're working with.

3 *Explain to participants:* All **gender analysis frameworks** have different domains of inquiry, but ultimately, the goal is to understand the reality and gender dynamics of the target group – it is a *situation analysis* that is focused on the examination of the role of gender in particular.

Gender Analysis Frameworks provide step-by-step methodologies for conducting gender analysis. A thorough gender analysis should reflect the ways in which all other cross-cutting issues (age, environment, ethnicity, rights) also impact on women, men and gender diverse people. (reference to annex and associated links).

- Progress through accompanying slide(s)

4 Common domains you will often see used by various organizations and institutions pull from all of these frameworks, and might include:

- a. Roles & responsibilities
- b. Social norms/gender norms
- c. Participation and decision making
- d. Access to/control over resources
- e. Systemic/institutional norms

Historically, a lot of these frameworks didn't look at intersectionality effectively. Which is where Global Affairs Canada's Gender-Based Analysis Plus (GBA+) comes in. Global Affairs Canada

- Progress through accompanying slide(s)

defines Gender-based analysis (GBA+) as an analytical process used to assess how diverse groups of women, men and non-binary people may experience policies, programs and initiatives.⁶ The “plus” in GBA+ acknowledges that GBA+ goes beyond biological (sex) and socio-cultural (gender) differences. GBA+ considers many identity factors, such as race, ethnicity, religion, age, and mental or physical disability.⁷ Recall our discussion in [Session 4](#) on intersectionality.

Activity 12.1: Gender Analysis

5 *Ask participants* to go back to their problem analysis from Module 1 and discuss:

- Do the problems identified in their problem analysis fit into these domains?
- Can they see how this framework for analysis would help identify different areas of inequality? And how it can help in turn, to inform programmatic responses?

Participants are to take **20 minutes** to connect with their problem analysis groups to discuss the above questions. Guide participants to their [Participant Resource Package](#) where they will find their group members, the link to their Mural problem analysis and the discussion questions.

- Progress through accompanying slides(s)
- For the group discussion, send participants to their pre-assigned break-out rooms in Zoom
- Provide the MURAL link to their problem analysis in each break-out room

6 The “**how**” of gender analysis:

Unlike in our problem analysis in Module 2, in an actual gender analysis or assessment, you would collect primary and/or secondary data to build your analysis. The actual design of your initial analysis will depend on the initiative being designed, your organization’s capacity and budget.

Defining your framework

Your organization might already have an established gender equality framework that aligns with its work and priorities. Or you might develop an analysis framework specifically for each project. The resources can help provide some examples, in addition to the ones discussed above, for different approaches to the selection of specific domains.

- Progress through accompanying slide(s)

Desktop and secondary research

A gender-based analysis should begin with desktop research, using secondary data. This can include policy analysis, regional/national health statistics or education statistics, research and reports from other organizations, multilateral institutions, etc.

Design of primary data collection tools

Gender analysis questions should always be integrated into baseline design, both to address gender equality outcomes, but also provide contextual insights at various data collection points. It is important to measure gender inequalities and transformative change through a mix of quantitative (Surveys, statistics) and qualitative tools (FGDs, KIIs, observational tools).

Data collection

It is extremely important to take a gender-responsive approach to data collection by critically thinking about who collects the data (knowledge, attitude, sex, age), and when and where the data is collected, who is present during the data collection, and of course, who is the target for data collection (how are respondents selected? What considerations are important?)

Analysis

Analysis should examine the root causes of inequality relevant to the initiative in a way that can inform both the design and implementation of the initiative. Analysis should be as participatory as possible, and should involve the analysis and validation of women and girls themselves. This is often possible to different extents when conducting gender analysis throughout the project cycle.

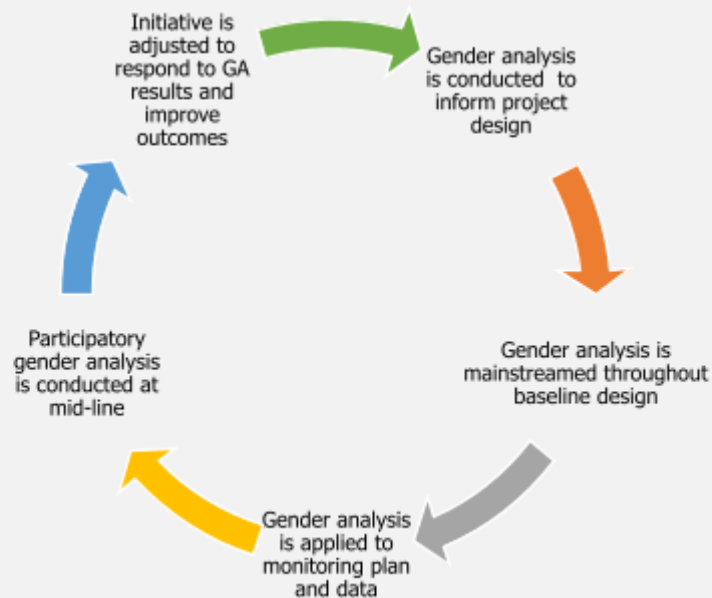
7

The “who” of gender analysis:

It’s really important that gender analysis is not thought of as a task exclusively delivered by gender equality experts. Gender analysis is an ongoing process and should be integrated into many stages throughout the project cycle and is the responsibility of all staff.

The type of expertise required for a gender analysis depends on the scope and scale of the methodology, and the existing capacity within your organization. Your gender analysis might not involve the collection of primary data and may be smaller in scale – requiring time and effort from those already in your organization. Or your project might require a large scale, multi-country gender assessment that collects qualitative and quantitative primary data – this might require external resources and expertise.

Discuss in plenary each of the following potential entry points for gender analysis in the project cycle, and ask participants to share who they think could be responsible:



- Progress through accompanying slide(s)

8

Close the session by returning to your **key messages**:

1. Gender analysis provides essential information to inform gender transformative programming and implementation
2. Gender analysis design can build on existing frameworks and should be tailored to the needs of your initiative
3. Gender analysis should happen throughout the project cycle
4. Gender analysis can be conducted by any organization

- Progress through accompanying slide(s)

Annexes

Annex 12a: Gender Analysis Frameworks

Source: <https://www.equilo.io/gender-analysis>

There are a number of **key historical gender-analysis frameworks**. Historically these have been **evolving**. We have created this Annex 12a with key frameworks you can reference.

Historical Gender-Analysis Frameworks:

Harvard Analytical Framework

Objective: To demonstrate there is an economic rationale for investing in women as well as men; to map the work of women and men in the community and highlight differences.

Strengths: Collects and organizes information about gender division of labour; distinguishes between access and control over resources.

Limitations: Tends to oversimplify, based on tick box approach; ignores other inequalities such as race, class and ethnicity.

<p>Moser Framework (Gender Planning Framework – Caroline Moser)</p>	<p>Objective: Focus on strategic gender needs and concentrate on gender inequalities and how to address these at programme and policy level.</p> <p>Strengths: Makes all work visible through the concept of triple roles; distinguishes between practical gender needs (those that relate to women’s daily life) and strategic gender needs (those that potentially transform the current situation).</p> <p>Limitations: Framework does not mention other inequalities like class, race and ethnicity; looks at separate, rather than inter-related activities of women and men; framework is static and does not examine change over time.</p>
<p>Social Relations Framework (Naila Kabeer IDS)</p>	<p>Objective: Analyze gender inequalities in the distribution of resources, responsibilities and power; analyze the relationships between people, their relationships to resources and activities and how these are reworked through institutions; to emphasize the human well-being as the final goal of development.</p> <p>Strengths: Conceptualizes gender as central to development thinking and not an add-on; highlights interactions between inequalities (race, class, ethnicity) Centers analysis on institutions and highlights their political aspects.</p> <p>Limitations: Since it looks at all inequalities, the focus on gender can be lost.</p>
<p>Women’s Empowerment Framework</p>	<p>Objective: To achieve women’s empowerment by enabling women to achieve equal control over factors of production and participate equally in the development process.</p> <p>Strengths: Articulates empowerment as essential element of development; enables assessment of interventions based on grounds of empowerment; aims to change attitudes.</p> <p>Limitations: Framework profiles are statis and do not take account of change over time; ignores other forms of inequality.</p>

Annex 12b: Gender Analysis Resources

Engendering Transformational Change: Save the Children Gender Equality Program Guidance & Toolkit. Save the Children. 2014.
https://resourcecentre.savethechildren.net/sites/default/files/documents/genderequalitytoolkit_es_20final.pdf

Ten Gender Analysis Frameworks & Tools to Aid with Health Systems Research. UK Aid. 2015.
<https://ringsgenderresearch.org/wp-content/uploads/2018/07/Ten-Gender-Analysis-Frameworks-and-Tools-to-Aid-with-HSR.pdf>

Global Affairs Canada Gender Analysis
https://www.international.gc.ca/world-monde/funding-financement/gender_analysis-analyse_comparative.aspx?lang=eng

Jhpiego Gender Analysis Toolkit for Health Systems
<https://gender.jhpiego.org/analysistoolkit/gender-analysis-framework/>

Oxfam Guide to Gender Analysis Frameworks
<https://www.ndi.org/sites/default/files/Guide%20to%20Gender%20Analysis%20Frameworks.pdf>

Equilo Gender Analysis
<https://www.equilo.io/gender-analysis>

Cascape Manual on Gender Analysis Tools
https://agriprofocus.com/upload/CASCADE_Manual_Gender_Analysis_Tools_FINAL1456840468.pdf

Session 13: MEAL: From Gender Sensitive to Gender Transformative and Feminist

Learning Objective

Participants understand that integrating and reflecting gender transformative and feminist approaches to MEAL exist on a spectrum, and can be applied to both the process and outcome of MEAL activities.

Key Messages

- Gender integration in MEAL activities must be comprehensive by addressing gender considerations in both *process* and *purpose*.
- The spectrum builds on itself as it intensifies. For example, gender *transformative* monitoring activities will necessarily have the characteristics of gender *sensitive* and *responsive* monitoring activities.
- Gender-sensitive is the absolute bare minimum of gender integration that can be considered as good practice.

Facilitator's Notes

- If you have MEAL expertise in the room: use it!
- Make sure to distribute that expertise evenly in group work and give every opportunity for them to draw on their own experience.

Duration

40 minutes

Activities

- Introduction (15 minutes)
- Activity 13.1: MEAL across the Gender Equality spectrum (20 minutes)
- Wrap-up (5 minutes)

Resources

- Participant Resource Package
- PowerPoint

Technology

- PowerPoint presentation
- Zoom
- Google Docs

Process

#	Facilitator Steps	Technology Support
1	<p><i>Ask participants</i> to recall some of the terms and concepts that were discussed from previous sessions in module 1. In plenary, invite participants to volunteer definitions or explanations of the following terms:</p> <ul style="list-style-type: none"> • Gender Sensitive • Gender Responsive • Gender Transformative <p>If needed, you can reference the definitions sheet used on Day 1 to remind participants of how to understand these terms.</p>	<ul style="list-style-type: none"> • Start the PowerPoint and share the screen. • Progress through the accompanying slide(s). • Follow the cues from the Facilitator when to switch slides.
2	<p><i>Explain to participants:</i> as discussed over the past few days, these terms are used to describe the extent to which gender equality is integrated and/or is the focus of programming. But it can also describe the approach to an organization or a project's MEAL</p>	<ul style="list-style-type: none"> • Progress through accompanying slide(s)

3

Ask participants who to explain the acronym for MEAL, and some of the activities associated with each word:

- **MONITORING** is normally the systematic assessment of a programme's performance over time. It involves the ongoing collection and review of data to provide programme managers and other stakeholders with indications of progress against programme plans and towards programme objectives.²
- **EVALUATION** takes place at a particular point in time, but complements ongoing monitoring activities by providing more in depth, objective assessments of the relevance, efficiency, effectiveness, impact and sustainability of programmes. Formative evaluations are carried out during the life of the programme with a focus on improvement; summative evaluations take place towards the end of the programme and are used to judge its overall merit, worth or effectiveness.
- **ACCOUNTABILITY** mechanisms include crucial information sharing to project or organization stakeholders about the delivery of services, the use of resources, and the achievement of outcomes. This includes project donors, partners and beneficiary or participants communities. Accountability to government or donors is sometimes referred to as 'upward accountability', accountability mechanisms targeting beneficiary groups or communities is referred to 'downward accountability', and 'horizontal accountability' refers to sharing and learning activities with partners, colleagues, peer organizations and stakeholders.
- **LEARNING** activities are deliberate efforts to use project data (qualitative/quantitative/formal/informal/observational) to reflect on and improve upon programmatic and operational approaches. This often involves specific research initiatives.

- Progress through accompanying slide(s)

² Oxfam GB: A Quick Guide to Monitoring, Evaluation, Accountability and Learning in Fragile Contexts (no date)

<p>4 Different MEAL activities are associated with different methodologies and approaches to implementation, or their process. And each MEAL activity will also have a purpose or outcome.</p> <p><i>Ask participants</i> to consider examples of process and purpose/outcome. For example, the purpose of a monitoring activity might be to determine satisfaction of adolescent girls with reproductive health services. Its process might include tool design, conducting focus group discussions, results analysis, etc.</p>	<ul style="list-style-type: none"> Progress through accompanying slide(s)
<p>5 Take participants through the different rows of Annex 3a and explain the different elements – invite them to add (the bullets are not exhaustive!).</p> <p><i>Ask</i> participants to think about:</p> <ul style="list-style-type: none"> What do you see as you move across the spectrum towards greater intensity of gender integration? What are some of the practical implications to consider as you move towards greater intensity of gender integration? Recall Day 2 discussion related to budget, human resources, timing – how does this apply to the MEAL activities? 	<ul style="list-style-type: none"> Progress through accompanying slide(s)
<p>6 Close by reviewing the key messages:</p> <ol style="list-style-type: none"> Gender integration in MEAL activities must be comprehensive by addressing gender considerations in both process and purpose. The spectrum builds on itself as it intensifies. For example, gender transformative monitoring activities will necessarily have the characteristics of gender sensitive and responsive monitoring activities. Gender sensitive is the absolute bare minimum of gender integration that can be considered as good practice. 	<ul style="list-style-type: none"> Maintain accompanying slide(s) to close out the session

Annexes

Annex 13a: MEAL on a Gender Equality Spectrum

	Gender Aware/Sensitive	Gender Responsive	Gender Transformative/ Feminism
Monitoring	<ul style="list-style-type: none"> Monitors female and male beneficiaries and stakeholders Takes gender into consideration during planning and risk analysis for data collection Captures and organizes data disaggregated by sex/age 	<ul style="list-style-type: none"> Monitors female and male beneficiaries and stakeholders Takes gender into consideration during planning and risk analysis for data collection Captures and organizes data disaggregated by sex/age Monitors gender-based differences between participation in and benefit from intervention Ensures meaningful participation of women and girls in monitoring activities 	<ul style="list-style-type: none"> Monitors female and male beneficiaries and stakeholders Takes gender into consideration during planning and risk analysis for data collection Captures and organizes data disaggregated by sex/age Monitors gender-based differences between participation in and benefit from intervention Ensures meaningful participation of women and girls in monitoring activities Co-designs monitoring activities with women and girl participants Ensures the use of monitoring tools that capture individual and experiential data Uses monitoring activities that are empowering in and of themselves

	Gender Aware/Sensitive	Gender Responsive	Gender Transformative/ Feminism
Evaluation	<ul style="list-style-type: none"> • Takes gender into consideration during planning and risk analysis for data collection • Collects data disaggregated by sex/age • Analyzes and presents the differential results for male and female beneficiaries of different ages (where possible/relevant) 	<ul style="list-style-type: none"> • Assesses the differential results for male and female beneficiaries of different ages • Includes gender analysis of results and identifies gender-related drivers of change or lack of change • Includes analysis of intersecting factors of identity 	<ul style="list-style-type: none"> • Assesses the differential results for male and female beneficiaries of different ages • Includes gender analysis of results and identifies gender-related drivers of change or lack of change • Includes analysis of intersecting factors of identity • Uses a combination of qualitative and quantitative methods to capture objectivity and subjective experience • Evaluates the status and change of power dynamics between men and women/boys and girls (ie changes in <i>position</i>)

	Gender Aware/Sensitive	Gender Responsive	Gender Transformative/ Feminism
Accountability	<ul style="list-style-type: none"> Ensures that information sharing is equally accessible for male and female stakeholders Shares results that disaggregate by sex and age 	<ul style="list-style-type: none"> Ensures that information sharing is equally accessible for male and female stakeholders Shares results that disaggregate by sex and age Communicates results to and invites input from women and girls 	<ul style="list-style-type: none"> Ensures that information sharing is equally accessible for male and female stakeholders Shares results that disaggregate by sex and age Generating results in collaboration and with input specifically from women and girls Assigns equal or greater priority to 'downward' accountability activities and participation in planning, monitoring, learning

	Gender Aware/Sensitive	Gender Responsive	Gender Transformative/ Feminism
Learning	<ul style="list-style-type: none"> • Research initiatives appropriately disaggregate data by sex and age • Learning initiatives consider gender in the design of methodology • Learning products document any findings that indicate differences between outcomes based on gender, or learnings related to implementation based on gender 	<ul style="list-style-type: none"> • Any research initiatives appropriately disaggregate data by sex and age • Learning initiatives include gender in the design of methodology • Learning products specifically include an analysis of outcomes based on gender, or learnings related to implementation based on gender • Learning results are validated by and shared with the diversity of participants or subjects 	<ul style="list-style-type: none"> • Any research initiatives appropriately disaggregate data by sex and age • Learning initiatives are co-designed with participants and include gender in the design of methodology • Learning products specifically include an analysis of outcomes based on gender, or learnings related to implementation based on gender • Learning results are identified and determined by the diversity of participants or subjects

Annex 13b: Oxfam's 2017 Discussion Paper: Applying Feminist Principles to Program Monitoring, Evaluation, Accountability and Learning

<https://oxfamilibrary.openrepository.com/bitstream/handle/10546/620318/dp-feminist-principles-meal-260717-en.pdf?sequence=4>

Oxfam's Feminist Principles of Monitoring, Evaluation, Learning and Accountability

Building on the contributions of feminist monitoring and evaluation (M&E) experts such as Srilatha Batliwala and Alex Pittman, the OI Feminist MEAL Principles are based on the understanding that discrimination based on gender identity is structural and systemic and that social justice in any context can be achieved only with change in power relations. Oxfam recognizes the autonomy and independence of partners in the work we do together, and is committed to relationships of mutual accountability. We recognize that evaluations and knowledge as political, transformative change processes are complex, and that change takes time and investment.

Thus, Oxfam MEAL should support the generation of knowledge that is meaningful, accessible and useful to those who rightly own it, and should:

Planning

- Examine gender and power relations, why they exist and how they change, and strive to produce knowledge in a way that acknowledges power;
- Be co-designed and co-managed with participants, so that participants agree on the assessment conclusions and how the evidence generated will be used;

Tools

- Use participatory tools and methods, encouraging broad participation, in particular by removing barriers to participation;
- Take a rights-based approach;
- Ensure that the process of measuring and evaluating impact and change is gender-just and rights-based;

Self-awareness and attitudes

- Acknowledge that persons facilitating evaluative processes should be self-aware and should possess skills including, but not limited to, facilitating, listening, interviewing, and writing/recording;
- Recognize that time is needed to build trust and understanding;
- Be flexible, adaptable and responsive to context, because originally proposed results and related indicators may be revised as people and organizations respond to change;
- Recognize that change is non-linear and complex, thus requiring the tracking and capturing of negative impacts, resistance, reaction, and unexpected outcomes;
- Use both qualitative and quantitative methodologies and methods that assess contribution, rather than demand attribution;
- Support strengthening of organizational capacity for meaningful engagement in feminist MEAL;
- Ensure that different levels of accountability are emphasized and seen as valuable by, for example, using meaningful feedback mechanisms; and
- Ensure that learning is incorporated and shared throughout the MEAL process and that it contributes to future work.

Session 14: Quality Indicators for Gender Equality Outcomes

Learning Objective	Participants will understand how to construct and select quality indicators to support gender equality outcomes and gender transformative programming.
Key Messages	<ul style="list-style-type: none"> Indicators are a signal of change, and need to effectively respond to the level of change in project outcomes; they MUST be gender sensitive as a minimum level of gender equality integration Gender transformative change refer to changes in social behaviours and attitudes (position, not just condition), and therefore requires a combination of indicators that must include qualitative indicators
Facilitator's Notes	<ul style="list-style-type: none"> Facilitators that don't have a strong background in RBM and related tools should read Global Affairs Canada's RBM Guidance in preparation for the following sessions, and in particular those sections that discuss outcomes, indicators and data collection methods. Another useful sources is the World Banks 10 Steps to RBM and Evaluation Systems. This is not a RBM or M&E training – but this basic discussion can help participants contribute to and support the development of M&E tools and systems that reflect gender equality best practices.
Duration	70 min
Activities	<ul style="list-style-type: none"> Introduction (40 minutes) Activity 14.1: Quality Indicators for Gender Equality Outcomes (20 minutes) Wrap-up (10 minutes)
Resources	<ul style="list-style-type: none"> Participant Resource Package PowerPoint
Technology	<ul style="list-style-type: none"> PowerPoint presentation Zoom

Process

#

Facilitator Steps

Technology Support

1

Having developed their gender transformative outcomes, the groups will now turn to developing quality indicators to support the measurement of those outcomes. **Indicators** are a key element of the results measurement design (referred to in RBM as the Performance Measurement Framework).

Global Affairs Canada provides the following elements in their template for partners, and in this session and the next we will focus on the nature of the circled elements in gender transformative programming: indicators and data sources and collection methods.

Expected Result	Indicator(s)	Baseline Data	Targets	Data Sources	Data Collection Methods	Frequency	Responsible
Outcome or results statement	What is being measured?	Where are you starting from?	Where will you end up?	Where or who is the data coming from?	How is it being collected?	How often is this data being collected?	Who is collecting the data?

- Start the PowerPoint and share the screen.
- Progress through the accompanying slide(s).
- Follow the cues from the Facilitator when to switch slides.

2

First, to ensure we have a shared basic understanding of what an indicator is, we will cover basic definitions and types of indicators.

Ask participants, what is an indicator?

Simply put, an indicator is a signal that shows change has happened. Quality indicators are built in a specific way and have specific attributes, and many of you will be familiar with the GAC definition of an indicator:



Note: According to GAC, an indicator, also known as a performance indicator, is a means of measuring actual outcomes and outputs. It can be **qualitative** or **quantitative**, and is composed of a unit of measure, a unit of analysis and a context. Indicators are **neutral**; they neither indicate a direction of change, nor embed a target.

- Progress through accompanying slide(s)

3 Let's quickly unpack what each of these terms mean:

There are two types of indicators:

Quantitative Indicators

- Quantitative indicators are used to measure quantities or amounts.
- They are *objectively verifiable*. For example: temperature, distance, middle upper-arm circumference, death rate, but also individual knowledge and skills.

Qualitative Indicators

- Qualitative indicators are *subjective*. They capture experiential information, such as the quality of something, or beneficiaries' perception of their situation, their opinion or preferences.
- They also would measure an individual's *perception* of their own knowledge or skills.

Ask for a quick shout out, answering the following questions:

Which type of indicator, qualitative or quantitative, do you think would be particularly important for measuring transformative change? Ask a couple of volunteers to explain why.

- Progress through accompanying slide(s)

4

Every **indicator** has **3 building blocks**:

1. The **unit of measure** is the number, percentage, level, ratio, etc.
2. The **unit of analysis** is who or what will be observed: individuals, institutions, social artifacts or social groups
3. The **context** is the set of circumstances that specify the particular aspect of the output or outcome that the indicator is intended to measure.

Unit of Measure	Unit of Analysis	Context
#/total	Adolescent girls and boys aged 15-19 (disaggregated by rural/urban setting)	Who have attended a health clinic in the past 12 months.
Level of confidence	of male partners of women of child-bearing age	In the privacy provided during family planning counselling
%/total	health institutions (public/private)	providing gender sensitive services to ethnic populations in their language of choice
Degree of support	Amongst adult males	For women's engagement in work outside the home
%/total	of individual citizens trained (disaggregated by sex, age , and provinces)	reporting change in media consumption habits one month after participating in the propaganda-proof training
#	of policy proposals passed	that create conditions for national reconciliation in conflict zones
Ratio	of women to men	in decision-making positions in the government

- Progress through accompanying slide(s)

5

Now that everyone has the basics, explain that you're going to discuss how indicators can best serve **gender equality objectives**.

An indicator must always be developed or selected to **effectively capture the level of change** of a result (transformative/aware/etc.), and must **always be gender sensitive**, regardless of the level of change. Gender sensitive is the *minimum* level of gender integration.

What do we mean by this? When we talk about gender transformative results, in order to be **effective**, we want to measure changes in attitudes and perceptions about the value of women and girls, and their agency and decision making. Most outcomes have multiple indicators and will include some that are quantitative and some that are qualitative.

Gender Sensitive indicators do the following:

- Disaggregate by sex and age
- Disaggregate by other relevant factors of intersectionality
- Use language that describes in gendered detail the unit of analysis
- Use language that includes gender-related elements of the context

- Progress through accompanying slide(s)

6

Show the example of the following Outcome Statement: **Increased empowerment of adolescent girls to claim their right to safe and accessible contraceptive services and resources.**

Ask in plenary: In order to respond to this outcome, would we want to measure only the rate of usage of contraceptives by adolescent girls?

Give participants an opportunity to answer in plenary, and then explain that **no** – in fact, we **also** must measure whether that *right* is being realized – which requires us to measure their agency in the decision to use contraceptives. Usage rates alone do not tell us about an adolescent girl's **empowerment**.

Discuss: In an extreme example, take a reduction in rates of maternal mortality (MMR). The right to quality sexual and reproductive health services, including maternal, newborn and child health services, should definitely result in a reduction in MMR. However, that can also be achieved without the realization of rights or the empowerment and agency of women and girls. Consider if a state mandates a facility-based delivery for all births – while this would likely reduce the MMR, it is a decrease in agency and decision-making power for women and girls.

Explain that for health programming, we want to measure the improvement of health outcomes – but from a gender equality and rights-based perspective, we also want to measure **how** those outcomes have been improved, and whether those improvements have been achieved through **increased agency**, which is essential for **empowerment**.

- Progress through accompanying slide(s)
- Consider using gallery view during plenary discussion

7

Explain to participants that before they develop their indicators for their outcome statements and include terms like 'agency and empowerment', it is helpful to ask themselves: **How can we measure complex concepts like agency, choice and empowerment?** Participants might come up with three possibilities – if not, facilitators can introduce the following:

Let's talk through some of the strengths and limitations of several approaches:

- Asking beneficiaries directly about their empowerment, agency, choice.
- Using an indicator that *suggests* empowerment/agency, sometimes known as a 'proxy' indicator.
- Using a composite indicator or index to measure the multi-dimensional aspects of empowerment and agency.

- Progress through accompanying slide(s)
- Consider using gallery view during plenary discussion

Activity 14.1: Quality Indicators for Gender Equality Outcomes

8

Ask participants to refer to Activity 14.1 in their **Participant Resource Package** where they will find their group links and see detailed activity instructions. Using the outcomes generated in a previous session, participants are to develop quality indicators for one immediate and one intermediate outcome that capture gender equality changes in an effective way in their groups. Give the groups about **30 minutes** to think of their indicators.

Ask participants to remember:

- An outcome can have multiple indicators! For example, an outcome related to improved sexual and reproductive health could have an indicator on reduced teenage pregnancy rates, increased household decision making, and reduced incidents of sexual and gender-based violence.
- There are no PERFECT indicators – and this is not an M&E training. Groups should focus on capturing the gender transformative change they’ve described in their outcome statements.

- Progress through accompanying slide(s)
- Separate participants into their assigned Zoom break-out room
- Move the facilitator in and out of the different group break-out rooms in order to ensure participants are on the right track
- Keep an eye out for groups that need support (look at the chats, look for raised hands, etc.)

9

Bring the groups back to plenary and have 1 person from each group share their indicators. Invite feedback and ideas from the rest of the groups, keeping it constructive.

There is an art to developing or selecting indicators and it takes practice – allow the Monitoring & Evaluation (M&E) folks in the room to support the construction of the indicators – but try not to get too caught up in the M&E technical aspect of indicator development.

10

Close the session with the **key messages**:

1. Indicators are a signal of change, and need to effectively respond to the level of change in project outcomes; they cannot be gender transformative but **MUST** be gender sensitive as a minimum level of gender equality integration
2. Gender transformative change refer to changes in social behaviours and attitudes (position, not just condition), and therefore requires a combination of indicators that must include qualitative indicators

- Bring everyone back to plenary
- Consider utilizing the gallery view for plenary discussion

- Progress through accompanying slide(s)

Annexes

Annex 14a: How to measure Empowerment and Agency

A direct question about empowerment would have participants indicate whether they have experienced empowerment. For example: *'Do you feel empowered with respect to decisions related to your reproductive health?'*. Self-reporting the experience of complex and multi-dimensional phenomena like empowerment or agency can be problematic for a couple of reasons: it assumes that the respondent has a shared understanding of the meaning of the concept; it assumes that the respondent sees no risk or benefit to responding positively or negatively to a question of their own empowerment or agency; it assumes that their understanding of that concept will have remained the same over a period of time.

A 'proxy' indicator is an indicator that is used in place of a direct measurement. Much like it sounds, it 'approximates' or represents a phenomenon or occurrence. For example, increased income is often used as a 'proxy' for economic empowerment. The assumption is that increased income suggests that economic empowerment has taken place. However, proxy indicators can be problematic when it comes to elements of control and choice. In the case of economic empowerment, it is important to understand other elements of agency and empowerment related to the increased income: for example to understand whether she is able to choose how the increased income is spent, whether the increased income was gained through exploitative practices, whether earning the increased income was her choice, and whether it has improved her wellbeing or merely added to her burden of work and vulnerability.

A composite indicator or index aggregates multiple elements to create a single measurement for complex, multi-dimensional phenomena. These indicators can be composed of multiple quantitative and qualitative sub-indicators. For example, a composite index used to measure women's economic empowerment might include elements that measure their increased income, their decision-making role in household expenditures, and changes in their burden of unpaid household labour and care. The advantages of a composite indicator or index are many: it can be designed in response to specific context, project design and priorities; the sub-indicators or domains can usually be disaggregated and provide a deeper and more insightful understanding of the change (or lack of change) that is occurring; and most importantly, it affords the space to explore these multi-dimensional aspects of agency and empowerment. Disadvantages may include the fact that the development and analysis of composite indicators requires a higher level of technical skill, that the complex nature of its design means that a newly designed composite should be tested before applied, and the design usually involves assigning weights and thresholds, which can embed bias and assumptions into the tool and the calculation of results. In addition, a composite indicator or index can require a more lengthy tool or data collection process because it reflects multiple dimensions, which have time and budget implications.

Session 15: Data Collection Tools and Sources for Gender Equality Indicators

Learning Objective

Participants will understand how feminist principles and gender transformative programming can be reflected and promoted in data collection design.

Key Messages

- The voices of women and girls is essential for the measurement of gender transformative change and to align with feminist approaches to MEAL
- There is a wide variety of data collection tools that can effectively respond to indicators, and all have the *potential* to challenge power dynamics, align with feminist principles, and contribute to the measurement of transformative change – depending on the *process* of their use.

Facilitator's Notes

- Make sure that before facilitating this session, you have a good basic understanding of the data collection tools and sources that are being discussed. You don't need to be an expert, but you should be able to answer general questions about different methodologies.

Duration

30 minutes

Activities

- Presentation and Discussion (30 minutes)

Resources

- Participant Resource Package
- PowerPoint

Technology

- PowerPoint presentation
- Zoom

Process

#

Facilitator Steps

Technology Support

1

Explain to participants that during this session, they will be examining the second components of the PMF that was shown to them previously: data sources and data collection methods for gender transformative programming.

Expected Result	Indicator(s)	Baseline Data	Targets	Data Sources	Data Collection Methods	Frequency	Responsible
Outcome or results statement	What is being measured?	Where are you starting from?	Where will you end up?	Where or who is the data coming from?	How is it being collected?	How often is this data being collected?	Who is collecting the data?

- Start the PowerPoint and share the screen.
- Progress through the accompanying slide(s).
- Follow the cues from the Facilitator when to switch slides.

2

Present the lists of data sources and data collection methodologies to the group. Have a brief discussion with the group to make sure everyone understands some of the different tools. *Ask* the group in plenary to share additional sources and data collection tools. Use the resource in **Annex 15a** to enrich the lists if needed.

Note: There are MANY and not all need to be mentioned!

- Progress through accompanying slide(s)
- Consider moving to gallery view for the discussion piece

3

As you review these lists and add any new ones, ask participants to consider gender transformative programming and feminist approaches. In plenary, lead a brief discussion about which data sources most reflect a feminist approach and would be most essential for understanding women's and girls' empowerment and agency.

Explain to participants:

Qualitative and less formal or structured methodologies are often associated with a feminist approach or feminist principles, because they are thought to be more participatory, to be more likely to acknowledge and challenge the power dynamic between data collector and subject, and to be more effective at capturing individual and subjective experiences. However, there are also those who feel that the characterization of formal, rigorous methodologies as less 'feminine' or feminist is in itself a way of creating false dichotomies.³

However, best practice tells us that the strongest MEAL systems will use a mixed-method approach which employs both quantitative and qualitative data to measure changes in state, and will use those to triangulate and build a deeper understanding of change. This obligates us as practitioners, and as advocates for gender equality, to explore how the process and application of these different methodologies **can best reflect feminist principles and effectively measure gender transformative change.**

Close the session with the **key messages.**

1. The voices of women and girls is essential for the measurement of gender transformative change and to align with feminist approaches to MEAL
2. There is a wide variety of data collection tools that can effectively respond to indicators, and all have the *potential* to challenge power dynamics, align with feminist principles, and contribute to the measurement of transformative change – depending on the *process* of their use.

- Progress through accompanying slide(s)
- Consider moving to gallery view for the discussion piece

³ <http://www.qualitative-research.net/index.php/fqs/article/view/974/2124>

Annexes

Annex 15a: Data Sources and Data Collection Methodologies

Data Sources: "Is this first hand information, or second hand information?"	
Primary	<ul style="list-style-type: none"> • Participants (individuals) • Intermediaries • Government documents (policies, program documents, proclamations, etc.) • Institutional/organizational records • Photographs or artifacts • Physical environment
Secondary	<ul style="list-style-type: none"> • Demographic health survey data • Human development report • Global Peace Index • Peer reviewed research • Reports from community of practice
Data Collection Methods	
<ul style="list-style-type: none"> • Surveys • Focus Group Discussions • Guided Observation • Conversation with concerned individuals • Most significant change • Field visits/observation • Transect walk • Critical reviews of official records or other documents • Individual and key informant interviews • Official records/secondary data • Census • Scientific research 	

Session 16: Accountability—data for whom? Using GE data to strengthen programming and women's/girl's participation

Learning Objective

Participants will be introduced to and explore different approaches to accountability and how sharing data and learning can be gender transformative and strengthen programming.

Key Messages

- Good accountability and learning practices should include mechanisms for upward accountability, downward accountability and horizontal accountability that reflect gender equality considerations
- From a rights-based and feminist perspective, beneficiaries (or participants) themselves must be equal owners of the data (by having access to it, understanding it, contributing to its analysis and use).

Duration

30 minutes

Activities

- Presentation and Discussion (30 minutes)


Resources

- Participant Resource Package
- PowerPoint

Technology

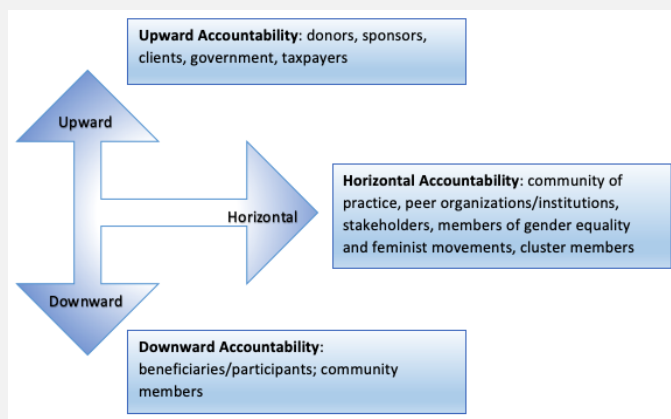
- PowerPoint presentation
- Zoom

Process

#	Facilitator Steps	Technology Support
1	<p><i>Explain to participants:</i> you've now discussed what information you want to collect and how you will collect it. In this session you will be exploring the following questions from the perspective of gender transformative programming.</p> <ul style="list-style-type: none"> o Data for <i>what purpose</i>? o Data for <i>whom</i>? <p><i>Ask participants</i> to discuss in plenary: What do we use data for?</p> <ul style="list-style-type: none"> • To understand progress • To improve programming • To communicate progress • To report and be accountable for achievement of outcomes 	<ul style="list-style-type: none"> • Start the PowerPoint and share the screen. • Progress through the accompanying slide(s). • Follow the cues from the Facilitator when to switch slides.
2	<p><i>Ask participants</i> to recall the earlier discussion about the definitions behind M-E-A-L. What did we mean by accountability?</p> <div>  <p>Note: Accountable means obligated to explain, justify, and take responsibility for one's actions, and to answer to someone.</p> </div>	<ul style="list-style-type: none"> • Progress through accompanying slide(s)

Recall: ACCOUNTABILITY mechanisms include crucial information sharing to project or organization stakeholders about the delivery of services, the use of resources, and the achievement of outcomes. This includes project donors, partners and beneficiary or participants communities. Accountability to government or donors is sometimes referred to as 'upward accountability', accountability mechanisms targeting beneficiary groups or communities is referred to 'downward accountability', and 'horizontal accountability' refers to sharing and learning activities with partners, colleagues, peer organizations and stakeholders.⁵

- 3 *Explain to participants:* what is meant by upward, downward and horizontal accountability – who is the audience for each of these levels of accountability?



- 4 *Explain* that you will explore how the different areas of accountability can reflect a transformative or feminist approach. Use Annex 16a to support the discussion.

Note! For the discussion, encourage participants to share anecdotes from their own experience!

We will have **30 minutes** for this discussion to brainstorm thoughts on mural.

- Progress through accompanying slide(s)

- Progress through accompanying slide(s)
- The facilitator is going to lead the discussion, while the tech support populates the brainstormed ideas on a Mural page.

⁵ Note that some participants may rightly observe that the terms 'upward' and 'downward' accountability employ a language of hierarchy that implies an associated importance which would be interrogated and rejected by many feminist approaches.

Downward Accountability

- What kind of activities does this include?
- Why is downward accountability important? Why specifically for gender transformative programming?
- What are the benefits? For whom?

Upward Accountability

- What kind of activities does this include?
- Why is this level of accountability important in gender transformative programming?
- How can we use our donor reports to advocate for women's empowerment and rights-based approaches?
- What is it that we report on? What do we highlight? How do we present our data?

Horizontal Accountability

- What kind of activities does this include?
- Why is this level of accountability important in gender transformative programming?
- How can horizontal accountability reflect and promote feminist principles?
- How can horizontal accountability improve gender transformative programming?

- Participants are also encouraged to enter the mural page and input their own ideas
- Provide participants with the Mural link in the Zoom group chat

7

Close with **key messages:**

1. Good accountability and learning practices should include mechanisms for upward accountability, downward accountability and horizontal accountability that reflect gender equality considerations
2. From a rights-based and feminist perspective, beneficiaries (or participants) themselves must be equal owners of the data (by having access to it, understanding it, contributing to its analysis and use).

- Maintain the accompanying slide(s)

Annexes

Annex 16a: Accountability Discussion Support

Below are some ideas to support the discussions in this session. Facilitators should reflect on these ideas and include their own thoughts and experiences to enrich and contextualize the content.

Downward Accountability

What kind of activities does this include?

- Communication of results and progress to beneficiaries/participants
- Validation of results through participatory analysis and interpretation.

Why is downward accountability important? Why specifically for gender transformative programming?

- A rights-based approach, which is essential for transformative programming, demands that participation, transparency and accountability are at the core of processes and programming. Downward accountability should be central to program design and implementation.
- The core of gender transformative programming is shifting patterns of power, and empowering those who have been marginalized or excluded – both through the initiative results, as well as through participation in the process.
- Gender transformative programming is focused on building agency and empowerment, and that includes ownership of information and co-creation of knowledge. “Nothing about me, without me”.

What are the benefits? For whom?

- Information and participation are key to empowerment. By ensuring that both processes and results are co-owned and validated, participants can benefit from increased agency.
- Practitioners have an obligation to be accountable to community/participants/beneficiaries. But in addition, the process of co-creation of knowledge can benefit and strengthen the design and also the credibility of a program or initiative.

Upward Accountability

What kind of activities does this include?

- Reporting to or sharing progress/results to donors
- Reporting to or sharing progress/results to clients⁶
- Reporting to board members or owners

Why is this level of accountability important in gender transformative programming?

- Where clients/donors are prioritizing transformative change, upward accountability demands that progress/results are effectively achieved and reported.
- Organizations and institutions can have an important influence on the decisions and priorities of donors, clients, etc, though the way they share data, results, lessons learned. When gender transformative change is monitored, measured and reported on, it can drive change upwards by demonstrating pathways to change.
- Constraints and challenges to transformative change that are related to the scope, scale and parameters laid out by donors/clients can be addressed through reporting and sharing. For example, budgets and timelines that do not afford adequate space for the achievement of social change are more likely to be adjusted when practitioners and partners demonstrate how those constraints are hindering results.

How can we use our donor reports to advocate for women's empowerment and rights-based approaches?

- The more we focus on the quality of gender analysis in our reporting, the more we build the capacity of our donors and recipients to understand gender equality outcomes

⁶ The term 'client' usually refers to the person or group to which a service is provided, and from whom a payment is issued. 'Client' can therefore be used by some organizations to refer to beneficiaries (recipient of services), and by others to refer to groups or individuals providing payment (funders). When referring to upward accountability, we are using the latter understanding of the term.

- The more we highlight cost, time, and human resources in our reporting for gender transformative programming, the more effectively we can advocate for longer timelines, larger budgets, etc.

What is it that we report on? What do we highlight? How do we present our data?

- Regardless of the focus of an initiative, gender equality considerations and contributions to social change can either be highlighted as important or can be downplayed in reports and presentation of data, and the voices of women/girls/gender-marginalized people can either be excluded or amplified. From the simple act of disaggregating data effectively, to deeper analysis and interpretation from a gender perspective, and of gender transformative change (or lack of change). Raising awareness amongst donors/clients about progress (or lack of progress) towards gender equality is an important step in furthering the conversation, and advocating for increased support.
- Gender transformative changes takes time and is complex. Outcomes are not always achieved to the extent that was planned, and it is essential that the reasons for inadequate results are well understood and reported on. This not only improves programming within the organization, but can contribute to the improvement of the sector by informing donors/clients and their funding schemes/parameters.

Horizontal Accountability

What kind of activities does this include?

- Participating in and sharing with communities of practice (for example, clusters)
- Publishing reports and lessons learned to contribute to sector
- Open-sourcing methodologies, tools, resources
- Working through and contributing to partnerships and opportunities for collaboration/sharing

Why is this level of accountability important in gender transformative programming?

- Social transformation must be effective as a movement for change, and cannot be achieved through unilateral and isolated initiatives or actors.
- Feminist principles demand that collaboration, transparency, cooperation and inclusion are driving factors in work for gender equality and social change. Mutual accountability for the realization of these principles is key to building a movement for change.

How can horizontal accountability improve gender transformative programming?

- Gender transformative change is complex, and must reflect intersecting factors of exclusion and marginalization. When organizations engage in mutual accountability within a community of practice, a diversity of voices is heard and can inform programming/initiatives across the sector.
- When organizations are held accountable by a community of practice, and behave in a way that is accountable to others, it raises all standards in the movement for social change. “A rising tide floats all boats”.